

**DEPARTMENT TRAINING PROFILE - 2001**

**SUMMARY HIGHLIGHTS**

State Training Center  
Department of Personnel Administration  
State of California  
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## DEPARTMENT TRAINING PROFILE -- 2001 SUMMARY HIGHLIGHTS

In summer 2001 the State Training Center (STC) conducted a survey of all state agencies called the "Department Training Profile." Marty Morgenstern, DPA Director, wrote:

The purpose of the Department Training Profile is to provide information on the full range of your department's workforce training. The Department Training Profiles will be compiled to provide a comprehensive profile of California State employee workforce training. Overall results will be shared with Department Training Officers and used by the Department of Personnel Administration (DPA) to gain a comprehensive understanding of the State's workforce training and to identify effective training programs.

CSUS Regional and Continuing Education coded and compiled the survey results. Many thanks go to them for their contribution of time and effort to process the data in a usable format.

Here is a summary of the key findings of the Department Training Profile ("Q" references correspond to numbered questions in the actual survey):

76 state departments responded to the survey, ranging in size from the Delta Protection Commission with 3 employees to the Dept. of Corrections with 47,279 employees. (Q.1)

# Departments	# Employees	%Depts
49	Less than 1000	65%
16	1000-4999	21%
7	5000-9999	9%
4	10,000 +	5%
76	TOTAL	100%

In total, the 76 Departments reported:

- A combined workforce of 192,572 employees (Q.1)
- Training expenditures for tuition and external consultants: \$70, 254,993 (Q.2)  
(FY 00/01 expenditures, excluding travel and in-house personnel costs)
- 82.9% have formal training policies and guidelines. (Q.12,13)<sup>i</sup>

Media used.	%Depts.
Hard copy	71.1%
Intranet	40.8%
Hard copy & Intranet	25%

- 71.1% perform evaluations on internal classes, and 68.8% follow up for course improvement. (Q.14,15)
- 68.4% perform evaluations on external classes, and 51.3% follow up for referring other employees. (Q.16,17)

- Types of training facilities: (Q.21-23)<sup>i</sup>

Number of Classrooms	Percentage of agencies reporting		
	Dept. Training Classrooms	Computer training labs	Outdoor
6+	21.2%	8.0%	1.3%
1-5	34.1%	40.7%	9.2%
None	44.7%	51.3%	89.5%
TOTAL	100.0%	100.0%	100.0%

- 48.7% of Departments will allow other state agencies to use some or all of their training facilities. (Q.19)
- Outside agency staff can attend courses: (Q.55)<sup>i</sup>

Attendance Allowed from Outside Agencies	%Depts.
Not Reported/Don't Know	47%
Yes (w fee and w/o fee)	34%
No	19%
TOTAL	100.0%

- 87.7% perform an organizational needs assessment, but only 51.4% on a regular basis: (Q.25)

Assessment frequency	%Depts.
Annually	46.1%
Bi-annually	5.3%
Rarely	26.3%
Never or no answer	22.3%
TOTAL	100.0%

- Characteristics of the organizational needs assessment, in rank order. (Q.27,28)<sup>i</sup>

Characteristics of Needs Assessment	%Depts.
Performed departmentwide	63.2%
Tied to strategic plan	60.5%
Determines classes to give	59.2%
Identify topics for new courses	53.9%
List external courses	47.4%
Tied to business plan	35.5%
Other purposes	32.9%
Identify performance consulting/intervention needs	30.3%

- 63.1% reported at least some satisfaction with their needs assessment process: (Q.30)

Needs Assessment Satisfaction	%Depts.
Very satisfied	9.2%
It works, but could be improved.	53.9%
Doesn't work well	14.5%
No answer or not applicable	23.4%
TOTAL	100.0%

- Training topics offered, in rank order. (Q.31-54)<sup>i</sup> Note: Since a department may provide training using both internal and external courses, it is possible for the total percentage to exceed 100%.

Course Topic	% Departments providing course as		
	Internal Training	External Training	Total (1)+(2)
Supervisory	39.5	69.7	109.2
Computer Word Processing	34.2	73.7	107.9
Computer Spreadsheets	31.6	75.0	106.6
Communication	31.6	68.4	100.0
Sexual Harassment Prevention	43.4	55.3	98.7
Computer Database	30.3	68.4	98.7
Computer Presentations	30.3	68.4	98.7
Writing	23.7	72.4	96.1
Mid-level Management	31.6	61.8	93.4
Ethics	42.1	48.7	90.8
Customer Service	32.9	56.6	89.5
Analytical Skills	13.2	75.0	88.2
Stress Management	26.3	61.8	88.1
Employee Orientation	84.2	2.6	86.8
Time Management	17.1	68.4	85.5
Workplace Violence Prevention	32.9	50.0	82.9
Training for Trainers	23.7	59.2	82.9
Web Design	10.5	69.7	80.2
Certification Programs	21.1	57.9	79.0
Executive Leadership	15.8	61.8	77.6
Wide Area Network	13.2	56.6	69.8
Succession Planning	9.2	31.6	40.8
Apprenticeship Training	17.1	19.7	36.8

- Internal training offered (in rank order) (Q.31-54)<sup>i</sup>

Topic	%Depts. Offer
Employee Orientation	84.2
Sexual Harassment Prevention	43.4
Ethics	42.1
Supervisory	39.5
Computer Word Processing	34.2
Customer Service	32.9
Workplace Violence Prevention	32.9
Mid-level Management	31.6
Communication	31.6
Computer Spreadsheets	31.6
Computer Database	30.3
Computer Presentations	30.3
Stress Management	26.3
Training for Trainers	23.7
Writing	23.7
Certification Programs	21.1
Apprenticeship Training	17.1
Time Management	17.1
Executive Leadership	15.8
Analytical Skills	13.2
Wide Area Network	13.2
Web Design	10.5
Succession Planning	9.2

- Training methods currently used in internal training classes. (Q.56)<sup>i</sup>

<i>Training Method</i>	<i>%Depts. Use</i>
Open Discussion	71%
Diagnostic Instruments	68%
Practice Exercises	58%
Case studies	54%
Demonstrations	54%
Games	53%
Mini Lectures	53%
Collaborative Activities	51%
Simulations	46%
Field Workshops	36%
Computer-based (CBT)	34%
Conference Training	30%
Distance Learning	25%
Partnerships	20%
Web based	17%
Roll Call	16%

- 96.1% use some kind of tracking system for training. Nearly all (82.9%) use computerized systems. Of the computerized systems users, 44.7% use only a centralized system, and the balance (38.2%) use a decentralized system or a combination system. (Q.57)
- 59.2% are satisfied with their current training tracking system. (Q.58)
- Training-related functions are reported as follows, in rank order (Q.60-68)<sup>i</sup>:

<i>Training related function</i>	<i>%Depts. Use</i>
Tracking training	82.9%
Training Coordination	82.9%
Evaluations	71.1%
Needs assessment	67.1%
Instruction	60.5%
Curriculum Development	57.9%
Organizational development	50.0%
Performance Consulting	32.9%
Distance Learning	25.0%

- Stage of distance learning (Q.71):

<i>Distance Learning Stage</i>	<i>% Depts.</i>
None/Not Reported	39.5%
Initial	30.3%
In Process	27.6%
Priority	2.6%
TOTAL	100.0%

- Major changes planned for workforce training (Q.72)<sup>i</sup>:

<i>Planned change</i>	<i>%Depts.</i>
Increased internal training programs	67.1%
Improved training infrastructure	52.6%
Increased external distance learning	39.5%
Increased external training programs	39.5%
Organizational development	38.2%
Increased internal distance learning	34.2%
Develop CBT	34.2%
Use off-the-shelf CBT	31.6%
Performance Consulting	31.6%

The respondent data for the Department Training Profile Survey is available upon request. The data is compiled in a series of MS Excel and Word files. Contact Tracey James at 916-324-4052 or [TraceyJames@dpa.ca.gov](mailto:TraceyJames@dpa.ca.gov).

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<sup>i</sup> Departments were instructed to check all responses that applied.